

- SELECT
- DEVELOP
- LEAD

HOGAN *DEVELOP*

MANAGEMENT FOCUS

WHO YOU ARE DETERMINES HOW YOU LEAD

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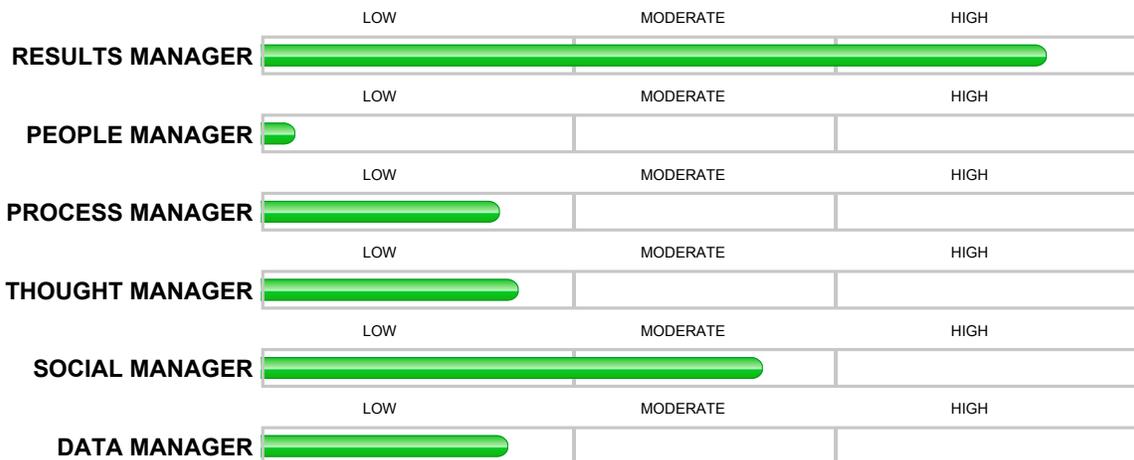
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personality matters.





It is often said that a manager is someone who does things right, but a leader is someone who does the right thing. Good managers are expected to be good leaders. They must organize people to do a job and motivate them to live up to their potential. As a manager, you are in a position to influence others in their job, and your actions will impact the morale and productivity of those around you. This report is designed to help you to understand how your personality, motivations, and values impact your managerial style. By understanding your own day-to-day characteristics and core drivers, you will be better prepared to leverage your strengths and manage your challenges so that you can increase your overall managerial effectiveness.



Resilience

Your scores suggest that you seem calm and even-tempered in most situations, tend to respond well to coaching, listen to staff feedback, and persist even when frustrated. As a manager, leverage your ability to acknowledge and use your strengths while also working on your development areas. Ask trusted colleagues or managers for targeted, specific feedback about your performance.

Drive

Part of being an effective manager involves developing the skills of your employees. Although you are driven, competitive, and eager to take on responsibility, remember that you must give your staff opportunities to shine as well. Be careful not to compete with your direct reports, and remember to hold them to fair and realistic expectations.

Communication

Recognize that there are times you will need to be more diplomatic in the way you deliver messages and confront difficult issues. Although your team will appreciate your candid communication style, some situations will call for a softer message that still makes a clear point.

Conscientiousness

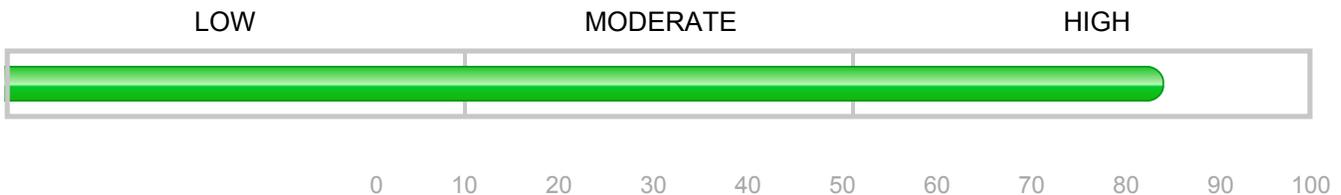
Your team will appreciate your flexibility, willingness to give them independence, and ability to change directions quickly. Understand that some staff members may need more structure and direction than you typically provide. Work with your employees to find a level that works for everyone, and remember that your actions serve as an example for your staff.



RESULTS MANAGER

Key Focus: *Results*

Results managers set high goals and expectations for themselves and others. They work tenaciously to achieve them. They are results-oriented, competitive, and expect high levels of performance from their direct reports. At times, their driven and demanding nature can be intimidating to others or might lead their team to become too internally competitive.



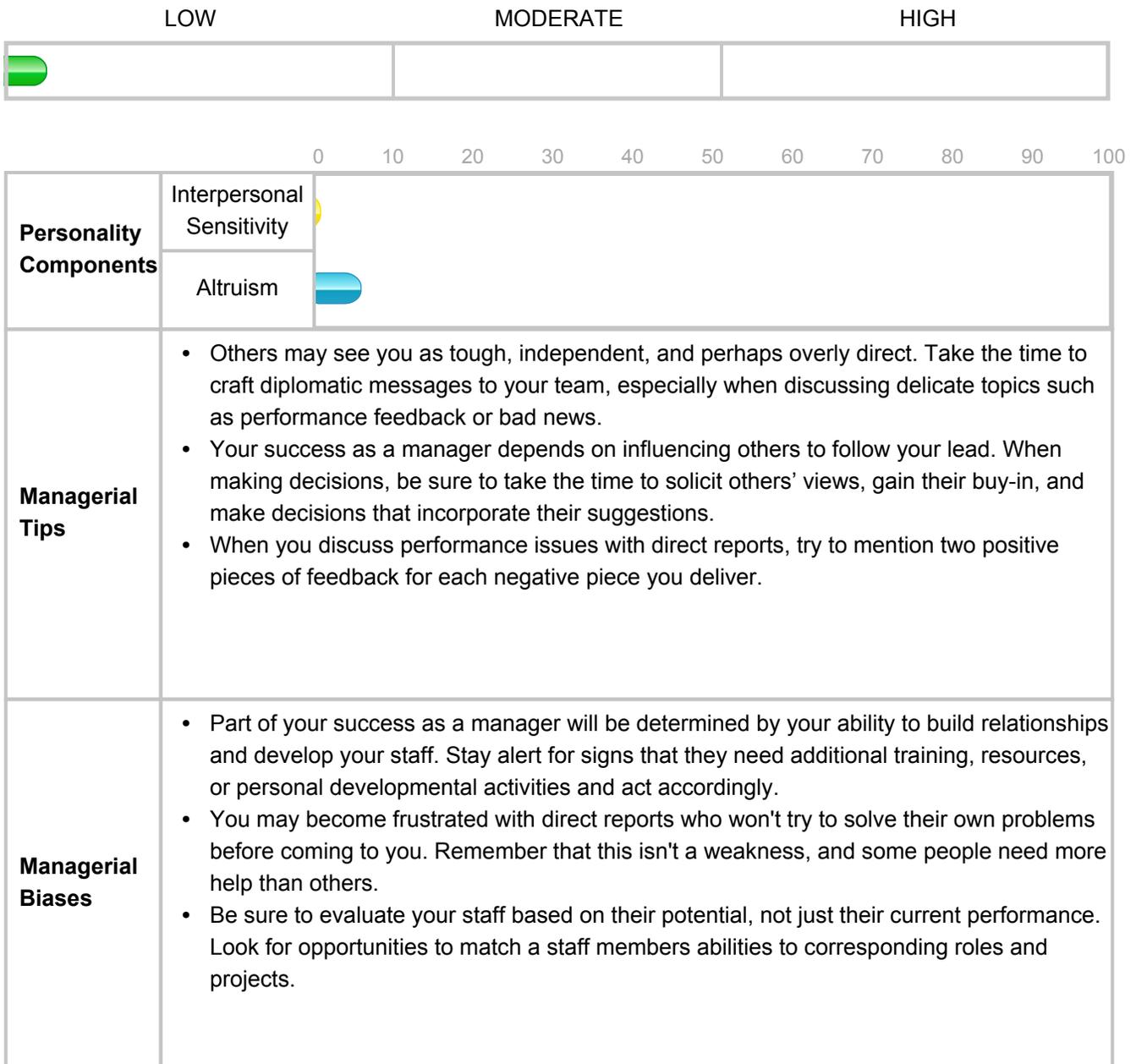
Personality Components	Ambition	
	Power	
Managerial Tips	<ul style="list-style-type: none"> As a manager, your drive to succeed may intimidate new or more junior staff. Remember that not all of your team members will share your drive for results, and may prefer to take a more supportive, behind-the-scenes role. You have the energy and confidence to make things happen. However, make sure to realistically evaluate what your team can get done, and resist the urge to overcommit your team's resources. Because you hold high expectations for yourself and others, make sure to clearly communicate these expectations to your staff so they know where they stand and can chart a clear path to success. 	
Managerial Biases	<ul style="list-style-type: none"> Make sure that your need for personal advancement does not interfere with your ability to create organizational value. Remember not to compete with your team, peers, or other business units. As a manager, you will need to focus on staff morale and well-being, not just on results, in order to maximize their contributions to the organization. Your drive for achievement will likely define your management style. Understand that others can contribute in their own way, even if they seem to lack your drive to win. 	



PEOPLE MANAGER

Key Focus: *Relationships*

People managers tend to be skilled at building and maintaining nurturing relationships with others. They tend to focus on the morale and well-being of their staff and are seen as warm and supportive managers. Often times, their desire to help others can interfere with their ability to deliver candid feedback, drive accountability, or make unpopular decisions.

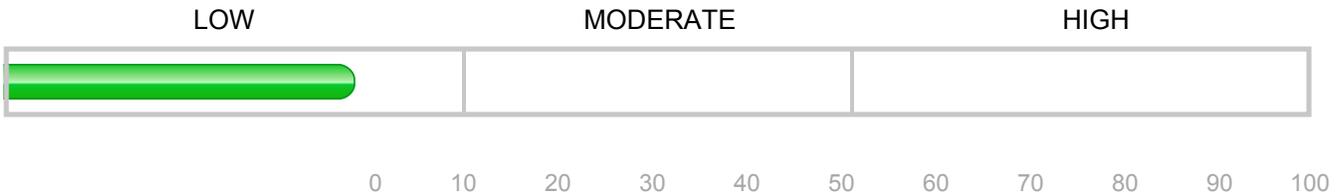




PROCESS MANAGER

Key Focus: *Implementation*

Process managers tend to focus on creating, following, and enforcing policies and procedures. They have a strong implementation focus and the ability to plan, stay organized, and follow through on commitments. Although they are dependable and reliable, they may show a tendency to be inflexible about rules, micromanage processes, or resist change.



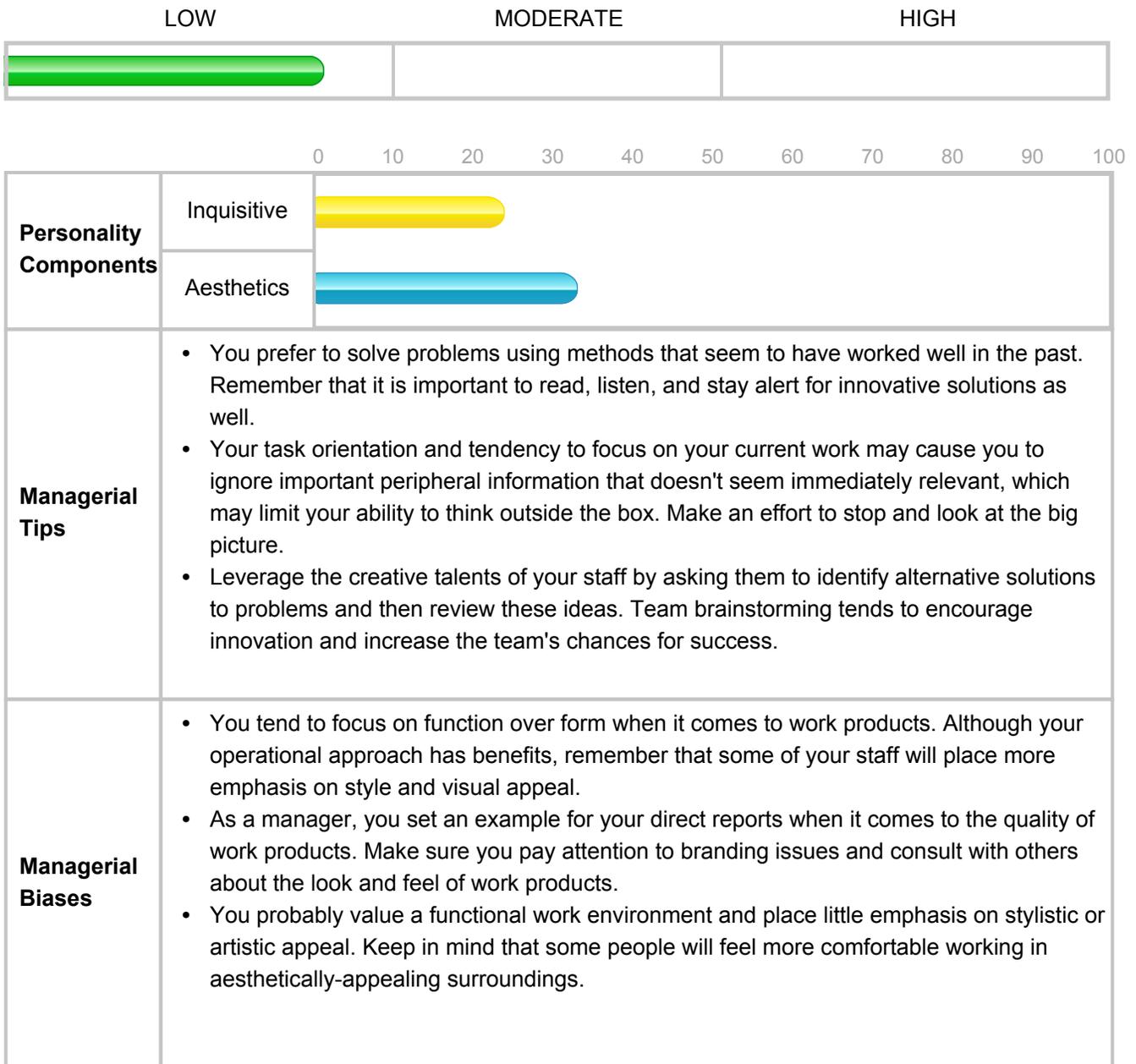
Personality Components	Prudence	
	Security	
Managerial Tips	<ul style="list-style-type: none"> Your strengths include flexibility and openness to change, but you may struggle somewhat with details, organization, and planning activities. Identify a mentor or colleague with strong process focus to help you think through detailed planning activities. As a manager, it will become more important to plan for the future and anticipate changes that affect your business unit. Dedicate some time to business planning activities to help keep you on track. Make sure you have enough resources to dedicate to particular projects before moving forward. You may tend to bite off more than you can chew due to poor planning or time management. Take an inventory of current responsibilities before committing to new projects. 	
Managerial Biases	<ul style="list-style-type: none"> You seem willing to take risks and unafraid to speak out on issues that are important to you. Even though you likely have high levels of managerial courage, it is important to ensure that your staff is on board with important decisions before moving forward. As a manager, you will tend to create a flexible work environment that encourages trying new methods and questioning old procedures. Make sure you implement changes gradually, rather than trying to change everything at once. You likely resist close supervision and may place little value on organizational rules that impede effectiveness. Because you set the example for your staff, try to determine which rules are most important and which can be safely bent. 	



THOUGHT MANAGER

Key Focus: *Ideas*

Thought managers tend to be creative, innovative, and open-minded. They are strategic problem-solvers who are motivated by opportunities to use innovation in their work. While they are often big-picture oriented and willing to embrace change, they may miss opportunities to introduce practical solutions or become bored with mundane but necessary day-to-day work activities.

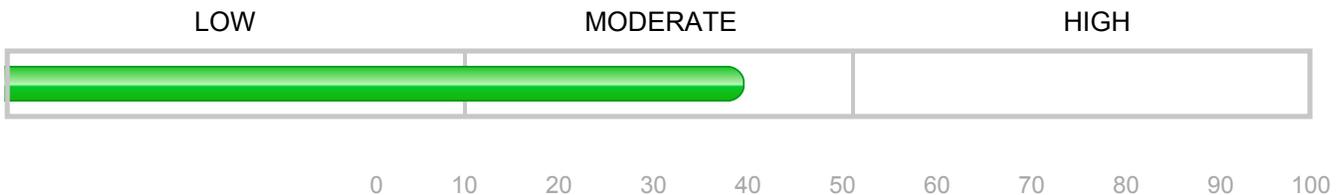




SOCIAL MANAGER

Key Focus: *Influence*

Social managers are skilled at communicating, networking, and developing connections. They tend to use their relationship-building abilities and social influence to engage and motivate their staff. Because they enjoy constant social interaction, they sometimes confuse social activity with productivity or can be distracting to others who are trying to complete assignments.



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Personality Components	Sociability												
	Affiliation												
Managerial Tips	<ul style="list-style-type: none"> • As a leader, you need to get out of your comfort zone and force yourself to interact with others. Your interactions do not need to only focus on work. Make your conversations casual and get to know your team members and colleagues. • It will be important for your staff to see you as approachable and accessible. Keep your door open when possible, and circulate regularly within your work group. Schedule regular meetings to keep your team informed and involved. • Develop a network within your organization by having a relationship with at least one key person in each department. Find out what other business units are working on, identify projects where you may be able to contribute, and involve your team when possible. 												
Managerial Biases	<ul style="list-style-type: none"> • Because you value group decision-making, you may tend to rely on it too much. Remember that some decisions should be made by you alone, whereas other issues are best decided in a group. • You place a high value on an open-door policy. Your staff will probably appreciate your accessibility, approachability, and willingness to take time to discuss how the team is working together - but make sure to know when it's time to close the door. • Because you thrive on constant social interaction, you may sometimes confuse activity with productivity. Try to discern which activities are contributing to productivity and which are detracting from it. 												



DATA MANAGER

Key Focus: *Information*

Data managers are skilled at analyzing relationships between variables, identifying data trends, and tend to establish authority due to their technical expertise. They enjoy staying up-to-date with industry trends and prefer using technology to solve problems. Because they may have a strong preference for working with data and technology, they may underestimate the importance of managing people or have a lack of tolerance for individuals who prefer a more intuitive approach to decision-making.



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Personality Components	Learning Approach	
	Science	
Managerial Tips	<ul style="list-style-type: none"> Remind yourself to keep up with your industry as it changes. Seek out information regarding technology, news, and best practices. It is easy to get behind if you don't continually try to stay up to date. You may not enjoy courses and seminars, but they can help make you a stronger manager. Many topics cannot be taught in a hands-on manner, particularly the skills, self-awareness, and perspective that leaders are expected to demonstrate. You may enjoy learning practical skills which can be applied immediately to your job, but you also need to learn more abstract skills to enhance your performance as a manager. Leadership training can broaden your perspective and improve decision-making skills. 	
Managerial Biases	<ul style="list-style-type: none"> You prefer to make decisions fairly rapidly based on your experience and judgment. Keep in mind that some decisions should be made based on data collection and analysis, research, and an evaluation of all the strategic options. You may create a work environment that values intuitive problem solving. You may not be particularly interested in new business technology and may not push data-driven decision-making methods. When implementing initiatives, you will probably be more comfortable dealing with people than with new technology. You may make mistakes if you are impatient with detailed analysis. Consider partnering with someone who is skilled at research and data analysis to help you balance these skills. 	